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25X1



27 June 1957

Dear Mr. Baird,

Early this month [redacted] circulated a memo to all JOT's regarding criticism of the program. I am enclosing a copy of a personal letter I wrote [redacted] in order that you may know the feelings of at least one JO.

Sincerely,



Enclosure: 1

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The problem of [redacted] getting settled on my new job in the [redacted] has prevented my answering your memo to all JOT's dated 5 June. You may remember the views I expressed when meeting with you just before my departure [redacted]. However, to keep our records straight and to let you know my feelings about both you and the program I'm taking the opportunity presented by that memo to unburden myself of a few comments.

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At the outset I would like to take firm and unequivocal exception to all of the criticisms of the program outlined in your memo. I believe that the person writing those criticisms either expected the program to be a hand-holding, mollycoddling, wet-nursing operation for spoiled children, or was a dyed-in-the-wool sore-head.

Anyone who has worked in a medium or large organization other than CIA and who has had experience with other so-called "executive development programs" knows that the JOT program is certainly the equal of others and in many respects stands head and shoulders above some of the highly touted ones.

As far as the treatment received by JOT's from the Program staff is concerned, I can speak only from personal experience. My relations with all the staff members have always been extremely cordial and friendly. When [redacted] was in Headquarters, and after his departure when I came to know [redacted] I had the feeling that any problem I might present would be given a courteous hearing, careful consideration, and above all -- an honest answer. The staff, too, [redacted] and [redacted] always were anxious to be of assistance and did all they could to dissolve the bureaucratic fog that has a tendency to envelop even the simplest of problems.

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Naturally any program as intimately associated with one man - as is the JOT program with you - takes on some of the personality of that man. In this respect I feel that the characteristics I outlined above as applying to your staff are the direct result of your influence over them and over the program. Courtesy, consideration, friendliness, and efficiency have certainly been the rules of the road when it came to your dealings with me. But again, and perhaps this is more important to me than to others, you have always been completely honest with me. For this you will always have my unqualified respect.

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of this sort. However, when that sort of consideration and helpfulness is extended - not because you have to - but because you want to, I feel it rates at least a P. S. It certainly does in my memory.

I've just looked back over this and discovered that what started to be a short note has rambled on at length. Maybe this isn't the sort of thing your memo generated from some of the other folks in the program. I'm a long way off now and have had no opportunity to compare notes with any of the other JO's. Be that as it may, I've said what I think. Despite this letter's informality and its personal nature I have taken the liberty of sending a copy to Mr. Baird. I felt sure that he would understand the feeling behind it and in view of my imminent reassignment from the JOT program to Contact Division I felt that perhaps my position on this matter might be a bit different from that of some of the other JO's.

Best wishes to you and to [redacted]

[redacted]

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